

Chapter III. Statewide and Regional Priorities

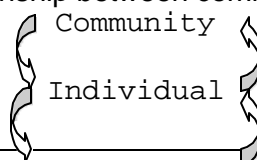
All new, expanded, or modified health care services and facilities should be designed to the greatest extent possible to be consistent with the values and priorities as expressed below. Priorities to be updated by the various councils on an ongoing basis.

A. Statewide Values and Priorities

1. Values. The selected values that are considered essential to the design of a comprehensive, responsive, accessible and cost-effective quality health care system for the State include the following:

Value	The Meaning of the Value Word
Accountability	<p>Establishing and regularly using mechanisms for open communication and free flow of information to multiple health care delivery system constituents and the larger community's stakeholders about health outcomes, costs, and measures of quality, compared to standards and expectations.</p> <p><i>Related terms: Responsibility and responsiveness; effective; ethical; knowledgeable; adaptable</i></p>
Compassion	<p>Promoting the respect and caring for, and the dignity of, individuals and families by the demonstration of affection, empathy, and aloha in all interactions, using all means of verbal and non-verbal communication and related behaviors.</p> <p><i>Related terms: Personal development; caring—TLC; respect</i></p>
Comprehensiveness	<p>Establishing a continuum of health care services through integration, collaboration, and coordination to address holistically the health and wellness needs of individuals and families.</p> <p><i>Related terms: Holism; "collaboratory"; integration; coordination; transparent</i></p>
Community	<p>Designing structures and processes that respect the cultural diversity and overlapping boundaries of groups bound together by one or more ethnic, social, economic, and/or geographic factors, and which may be defined at different levels from town to island to State.</p> <p><i>Related terms: `Ohana; diversity; overlapping</i></p>

These values involve the interrelationship between community, individual, and health service:



Health Service

2. Priorities. The recommended statewide priorities for modifying or adding to the health care delivery system for the State of Hawaiʻi include:

a. Increase access to cost-effective health care services, especially services that reduce the overall cost to the community through prevention and better health management, by providing financial resources and incentives that encourage their use. Encourage built-in incentives for the community-based delivery system that emphasize preventive care and proactive management of disease. Foster the shift to prevention-focused managed care through the delivery of individual health care according to an individual's needs, beyond the existing limits of "health" maintenance. Prevention and early intervention target especially the areas of heart disease/stroke, cancer and diabetes.

b. Foster the development of care delivery systems for the elderly and chronically ill populations to provide effective management of their health and quality of life and in turn significantly reduce the heavy financial and social burden to their families and to the community. The elements of these care delivery systems include such services as prevention, screening and education, home support, respite, assisted living, and long-term care.

c. Develop health status benchmarks to facilitate appropriate community-based health care delivery systems—that is, the community is the primary focus with government agencies supporting locally developed initiatives and decision-making/resource allocation done at the local level, to the greatest degree possible.

d. Establish clinical benchmarks for minimal standards for the delivery of care for the prevention, detection, management and follow-up of each of the disease-specific health condition areas.

e. Foster access to culturally sensitive health care and education on general preventive care and health maintenance, including more specific educational resources for individuals seeking information that addresses their individual health status.

f. Promote enhanced health care networks to ensure access to comprehensive medical care statewide and promote continuous community-based assessment to facilitate public education and coordinated health care. Eliminate costly duplication and fragmentation, as well as costly consent decrees, by having new or expanded health services demonstrate how they are going to integrate services with other health and human services.

g. Increase immunization rates for children and increase screening and treatment of the 0-3 population for developmental delays and chronic health conditions.

h. Promote increased insurance coverage for, and screening and referral to, mental health, alcohol and other substance abuse treatment.

i. Encourage shift to prevention/education in insurance coverage, including chronic disease management, in a cost-neutral reallocation of the core costs.

j. Encourage individual responsibility for their own health care to control costs.

B. Kauaʻi County Subarea Values and Priorities

1. Values. The selected values that are considered essential to the design of a comprehensive, responsive, accessible and cost-effective quality health care system for the Kauaʻi County Subarea Health Planning Region include the following:

Value	The Meaning of the Value Word(s)
Improving Quality of Life for All	A continually improving state of being that meets or exceeds needs and expectations as defined by the individual and community.
Cultural Sensitivity	The community conveys nonjudgmental interest in and respect for the unique values, rituals, and social contributions of all cultures.
Community/Consumer/Client Driven	The health care community is responsive to the needs and expectations of clients. It is characterized by the belief that given appropriate information and options, people can identify their own needs and make informed decisions.
Health	The process of restoring and maintaining a state of well-being.
Access to Health Care	In an accessible system: <ul style="list-style-type: none"> people are assisted and supported through the system, starting with the initial contact; The system is flexible, affordable, and reliable; and effective outreach is an integral function of the health care system.
Caring Environment	Physical and social surroundings that embody a shared consciousness of caring demonstrated through: <ul style="list-style-type: none"> provision of basic needs; reinforcement of interdependence; respect for individuals ways of being; and opportunity for empowerment to improve health status.
Caring	A moral attitude of commitment that enables people to reach their potential in well-being. It is demonstrated through caring transactions, which consider providers and clients as partners in collaborative relationships that nurture growth and empowerment.
Empowerment	The state in which persons have high self-worth which enables them to make choices concerning their lives.

2. Priorities. The Kauaʻi County Subarea Health Planning Council (SAC) and its Plan Development Committee, the Garden Island Health Planning Committee (GIHPC), place highest priority on process and approach to decision-making as opposed to listings of services and programs (which may change annually). In other words, continual assessment and improvement are the best means for assuring quality, accessible, appropriate, and affordable care.

a. Local Control. Kauaʻi must have more input and control over decision-making in allocating resources. The county continues to lack some basic services, especially in the areas of prevention, while state-funded programs have overlapped in some areas. Centralized decision-making by State agencies can mean that resources are not used in the most cost-effective way in addressing local community needs. Universal health care based on a single payer system, block grants, and demonstration projects are a few of the approaches which could result in more effective services.

b. Comprehensive Care. The SAC and GIHPC plan, implement, and support programs which address the full continuum of care and life-long (conception through death) aspects of care.

c. Culturally Relevant and User-Friendly. Services are barrier-free and appropriate to the customer. All services include on-going evaluation and adjustments as necessary to continually meet and exceed customer expectations.

d. Focus on Patient and Family. All services are planned and provided based on the needs of the patient and family. In cases where this may be cost prohibitive, services provide a plan to move toward patient-focused care.

e. Access for Those with Inability to Pay. Services demonstrate charitable care and have established charity care policies and/or sliding fee schedules.

f. Prevention and Early Intervention. All services include prevention and early intervention activities with a means to measure and evaluate effectiveness.

g. Improved Distribution of Services. Certain services need to be provided on island or better distributed geographically. Currently, these include cancer care (specifically radiation therapy), dental care, substance abuse treatment, and preventive services. The North Shore needs special attention given its rate of growth and lack of available services.

C. Honolulu Subarea Values and Priorities

1. Values. The selected values that are considered essential to the design of a comprehensive, responsive, accessible and cost-effective quality health care system for the Honolulu Subarea Health Planning Region include the following:

Value	The Meaning of the Value Word(s)
Responsibility/	Community sets standards of performance for the health care system, within reason, and the people in the system are held

Value	The Meaning of the Value Word(s)
Accountability	accountable to those standards.
Excellence	<ul style="list-style-type: none"> › Professional competence, responsiveness and effectiveness › Continual quality improvement in a caring environment › Striving to exceed expectations › Do it right
Ethical Practice	<ul style="list-style-type: none"> › Equitable/equal access and quality of care delivered › Do the right thing

2. Priorities. The recommended regional priorities for modifying or adding to the health care delivery system for the Honolulu Subarea Health Planning Region include:

a. Overall concern. Increased geriatric care services for the growing elderly population.

b. Mental Health and Substance Abuse. (Behavioral Health) services—both residential and outpatient programs—for the elderly, as well as for youth.

c. Dental Care. Focused on prevention, with increased access, especially for low-income patients.

d. Injuries. To children and the elderly, both physiological and psychological.

D. West O`ahu (formerly Central O`ahu) Subarea Values and Priorities

1. Values. The selected values that are considered essential to the design of a comprehensive, responsive, accessible and cost-effective quality health care system for the West O`ahu, formerly Central O`ahu, Subarea Health Planning Region include the following:

Value	The Meaning of the Value Word(s)
Integrated	Providing a seamless continuum of comprehensive, community-focused care delivery
Accountable and responsible	Committed and responsive to the community, empowering individuals and families through flexible service provision with demonstrated competence and expertise.

2. Priorities. The recommended regional priorities for modifying or adding to the health care delivery system for the Central O`ahu Subarea Health Planning region include:

a. Most urgent chapter area. Mental Health/Substance Abuse (Behavioral Health).

b. Most critical need areas overall:

- Mental health and substance abuse services, particularly in rural areas. There have never been adequate services to meet the need, which is now even greater due to increased joblessness.
- Family planning services integrated with behavioral health.
- Affordable long-term care and services in general for the elderly and their family members.
- Emergency medical services with a freestanding emergency care center, as the area has no secondary or tertiary treatment facilities.
- School-based education and referral programs with links to family practice primary care.

E. West O`ahu (formerly Wai`anae) Subarea Values and Priorities

1. Values. The selected values that are considered essential to the design of a comprehensive, responsive, accessible and cost-effective quality health care system for the West O`ahu, formerly Wai`anae, Subarea Health Planning Region include the following:

Value	The Meaning of the Value Word(s)
Accountable and responsible	Committed and responsive to the community, empowering individuals and families through flexible service provision with demonstrated competence and expertise.

Value	The Meaning of the Value Word(s)
Knowledgeable	Including not only medical competence, but also cultural knowledge and sensitivity to facilitate access to and effectiveness of treatment.
Effective	Producing results both in access and treatment, as experienced by both provider and client, and reflected in measured outcomes.
Equitable	Providing equal access to a full spectrum of care, to all persons seeking care
Empowering	Helping people understand their health care options, rights and responsibilities in decision-making.
Affectionate	Characterized by love and caring for persons served and needing service, providing the emotional climate for successful health care outcomes.

2. Priorities. The recommended regional priorities for modifying or adding to the health care delivery system for the Wai`anae Subarea Health Planning region include:

a. Priority Chapters. Diabetes and Other Chronic Disabling Conditions; Heart Disease and Stroke; Substance Abuse.

b. Existing Services. Should be strengthened in all areas, with improved access and outreach, encouraging people to use available services.

c. Home Health and Adult Day Care. Are of increasing importance for the growing population of elderly.

d. Providers. Must demonstrate accountability at all levels. People at risk need care; providers cannot disallow certain patients. At present, Hawai`i has no specific legislation requiring accountability of managed care.

e. Being ethical and equitable. Requires fulfilling community commitments made by providers which often figure in their getting CON approval for projects.

f. Collaboration. Between providers for enhanced and efficient service, such as that between Kapi`olani and the Wai`anae Comprehensive Health Center.

g. Accountability. There is a need for a "Patient's Bill of Rights," informing the person of all the options available to them under their health plan.

F. Windward O`ahu Subarea Values and Priorities

1. Values. The selected values that are considered essential to the design of a comprehensive, responsive, accessible and cost-effective quality health care system for the Windward O`ahu Subarea Health Planning Region include the following:

Value	The Meaning of the Value Word(s)
Responsibility and Accountability	Trust, reliable, providers treat patients with respect, access, two-way communication, two-way responsibility between providers of care and patients, providers give options to patients' care
Effectiveness	Improved outcomes, competence, achieving wellness goal, cost-effectiveness in treatment, treating patients holistically, appropriate use of alternative approaches to care
Integrity/Ethical Practice	Honest, trustworthy, forthright, providers give affordable care and options, charge only for services rendered
Responsive	Addressing the patients' needs, spending time with patients
Community	Getting together in associations and working on common issues, identifying with a place, `ohana (family), neighbor helping neighbor, friendly, meeting the needs of the community, which is defined at different levels from "town" to "island" to "State" and involves all community members across disciplines--e.g., education and business
Comprehensive	Doctors are prepared, doctors know their patients, broader focus than just presenting problem, concern for the whole individual (holistic), taking time with patients, continuum of care within the community from prenatal to death
Leadership	Through developing vision and strategies to meet the changing needs of the community through coordination of resources

2. Priorities. The recommended regional priorities for modifying or adding to the health care delivery system for the Windward O`ahu Subarea are comprised of the nine most significant health care risks in the region. The first six health risks were determined primarily by very high prevalence rates in the Windward area population and partly by projected health care and societal cost implications. The last three selections were primarily based on the significance of projected health care and societal costs. The priority areas include:

a. Asthma

b. Injuries

c. Infective Parasitic Diseases

d. Malignant Neoplasms

e. Teen substance Abuse

f. Teen Pregnancies**g. Heart Conditions****h. Diabetes Conditions****i. Hypertension Conditions****G. Maui County “Tri-Isle” (Maui, Molokaʻi, Lanaʻi) Subarea Values and Priorities**

1. Values. The selected values that are considered essential to the design of a comprehensive, responsive, accessible and cost-effective quality health care system for the Tri-Isle Subarea Health Planning Region include the following:

Value	The Meaning of the Value Word(s)
Accessible/Easy Access	Ability to be seen in acute and chronic situations; on-island; transportation available; access to physician services (access to primary care services within a reasonable period of time); financially affordable.
Competent	Knows what he/she is doing; has appropriate degree, certification, license, etc.; has knowledge of other agencies' services; service/treatment provided is effective; ability to communicate effectively to someone who does not understand medical terms.
Respectful/Culturally Respectful	Honest; accepts different beliefs and perspectives; accepts others as equals.
Accountable/Responsible	Mutual responsibility of both the patient and the health care provider—provider informs patient of options, monitors and follows up and patient takes responsibility for his/her health.
Effective	Improved outcomes; what he/she does works; meeting common goals between the patient and provider; able to persuade/convince others; produces work on time.
Appropriate	Justified health care for clinical situations; generally acceptable practices; stays within expertise; fits with client's view of the problem; cure given consistent with setting.
Efficient	Ability to keep within time and cost-effective parameters; service provision efficient to consumer; one-stop convenience.
Caring	Empathetic; takes time with people; makes sure he/she understands client needs as they see it.

Value	The Meaning of the Value Word(s)
Ethical	Morals and principles—staying within the accepted norms of the community; keeps confidences; stays within expertise; knows his/her limits; accountable; responsible.

2. Priorities. The recommended regional priorities for modifying or adding to the health care delivery system for the Tri-Isle Subarea include:

a. Priority 1.

- **Behavioral Health Services**
- **Substance Abuse Services*+**
 - Drug/Alcohol Education, Treatment and Prevention
 - Detox, including Medical Detox
 - Poly-substance Abuse
 - Substance Abuse Residential Treatment for Women with Children
 - Teen Substance Abuse
 - Substance Abuse Treatment and Follow-up--Hana
- **Mental Health Services*+**

b. Priority 2. Emergency Medical Services+: Ground+; Aeromedical (helicopter)*+

c. Priority 3. Child Protective Services+

d. Priority 4. Dental Services (especially for the uninsured)*+

e. Priority 5. Medical Services for the Uninsured+

f. Other Priorities.

- Preventive Health Services*+
- Adult Day Care--Moloka'i, Lana'i and Hana*
- Care Home, especially for the Mentally Ill*
- Kidney Dialysis on Lana'i and Moloka'i*
- Obstetrics/Medical Facilities for Obstetrics on Lana'i*
- Open Heart Surgery*
- Pharmacist/Pharmacy+, especially on Lana'i*
- Rehabilitation/Occupational Therapist*
- Transportation, including Public Transportation for Neighbor Islands*
- Home Health Services+
- 24-Hour Medical Care on All Islands/Satellite 24-Hour Urgent Care+
- Organ Transplantation *

NOTE: * = Perceived Gap in Services; + = Critical/Essential Service

3. Working Plans. These represent alternative potential plans of action, in order of preference:

a. Plan I. (The Analysts)

- Health Planning
 - Status Quo Unacceptable
 - A New Perspective
- Ensure Access to Integrated Medical Care and Health Services; i.e., Prevention, Education
 - Teen Pregnancy
 - Substance Abuse
 - Etc.

b. Plan II. (Dream Makers):

- Comprehensive Management of the Continuum of Care
 - Core Health
 - Emergency Department
 - Intensive Care
 - Oncology
 - Diagnostics
 - Preventative Medicine
 - Long Term Care
 - Acute Care
 - Geriatrics
 - Specialty Services
 - Dental Services
 - Psychiatric Services
 - Emergency
 - Air Transportation
 - Ground Transportation
 - 24-Hour Satellite
 - Telemedicine
 - Community Health Support
 - Service for Uninsured/Underinsured
 - Unconditional Shelter
 - Respite Service
 - Adult Day Care
 - Developmental Disabilities Services
 - Immunization Services
 - Special Clinics
 - Behavioral Health
 - Environmental Health
 - Industrial Health
 - Home Health Care

c. Plan III. (What Eva):

- To Serve the Uninsured/Underinsured
 - Medical/Dental
 - Social Services

- Access to Quality Primary and Tertiary Care
 - Telemedicine
 - Emergency Room Transport-Intra-/Inter-island
- Full Array of Community-Based Services
 - Respite Long-Term Care
 - Culturally Sensitive
 - Qualified
 - Family Education

H. Hawaiʻi County (Big Island) Subarea Values and Priorities

1. Values. The selected values that are considered essential to the design of a comprehensive, responsive, accessible and cost-effective quality health care system for the Hawaiʻi County Subarea Health Planning Region include the following:

Value	The Meaning of the Value Word(s)
Community Participation	Input from all stakeholders to produce a system which is truly community based.
Accessible/Affordable/Timely	Accessible in every way: financially affordable, with primary care and emergency services available in every geographic area and community on a timely basis.
Quality of Care	As measured by medically valid outcomes of care delivered, ethical practices, and professional standards of care.
Needs-based	As determined by stakeholder input.
Cost-effective outcomes	Cost-effective outcomes drive the system, which is characterized by responsible patient care management of financially viable organizations.
Competent, safe	Derives from technical expertise across all areas including specialty services from the provider, and from patient responsibility on the part of the consumer
A collaborative approach	Includes a partnership between provider and patient as well as among providers to produce integration of unduplicated services
A healing environment	Supportive of patient choices through a holistic approach which is friendly, caring, spiritually sensitive, and culturally and geographically appropriate.
Consumer education	Focused on prevention and healthy life-style.
Prevention services	Supported by insurance reimbursement

2. Priorities. The recommended regional priorities for modifying or adding to the health care delivery system for the Hawai'i County Subarea Health Planning region include:

a. Most Critical Need areas overall. Quality care, and adequate transportation.

b. Most Urgent Chapter area. Mental Health/Substance Abuse (Behavioral Health).

c. A Corollary of "a." above. Increased primary care services, and emergency response services in remote areas.

d. Position Statement. The summary of the January 20, 1998 planning meeting (see Gaps/Critical Services/Plans below) should be considered a position statement on Big Island health needs.

e. High Priority. The Hawaii County SAC places a high priority on collaborative planning activities which will lead to improved rural access to health care.

3. Perceived Gaps in Services:

a. Transportation. Lack of public transportation and a good road system to serve populations scattered over wide distances.

b. Health Care Financing. Lack of funding for health services in general, and broader insurance coverage; and better institutional management of available funds.

c. Specialist services. Including neurosurgery, pediatrics, psychiatry, dental, invasive cardiology, oncology, and allied support services such as dietary, pharmacy, occupational and physical therapy, and social work.

d. Outreach Programs. Should be community-based and island-wide in scope, providing services for:

- Elderly, including home health, nutrition, dental, respite care, and assisted living facilities and residences, to prevent institutionalization;
- Family, including support for all victims of domestic violence; family planning, and services for pregnant teens and young mothers; all behavioral health needs; and
- School Health programs for mental health, substance abuse and teen pregnancy.

e. Behavioral Health. Including treatment beds for adolescents island-wide; stepdown services; drug treatment services including detox, especially in rural areas; crisis intervention and residential psychiatric services for both children and adults.

f. Health Education and Promotion. Including prevention services for children, young mothers, adolescents and the elderly; affordable training opportunities for health professionals; and general public information to dispel misconceptions and advertise available services.

g. Integration of services. Island-wide, including:

- Collaboration/communication between systems, and between providers regarding priority-setting and decision-making;
- Adequate consumer involvement in health care planning;
- Consistency within and between programs and systems, both public and private;
- Less dominance by State services, more competition from the private sector; and
- Equitable geographic distribution of services.

4. Critical and Essential Services. These services must be accessible and affordable to all:

a. Transportation. Adequate, timely access from all areas providing door-to-door service.

b. Adequate Acute Care. Beds available in Kona, Waimea, Hilo.

c. Level I Trauma. Emergency care, emergency response.

d. Diagnostic Services. Radiology/imaging, laboratory, telemedicine.

e. Specialty Care. Cardiology, urology, pediatrics, OB/GYN, neurology/neurosurgery, psychiatry.

f. Ancillary Care. Dental (fluoridate drinking water), eye and hearing services, nutrition services, rehabilitation—OT and PT, native and alternative approaches to healing.

g. Elder Care. (community) adequate facilities for long term care, home care, assisted living, day care, and affordable respite care.

h. Behavioral Health. Mental health, substance abuse, island-wide inpatient psychiatric crisis beds for children, adolescents and adults; transportation to/from treatment; strong case management and coordination of care.

i. Public Health Services. Maintain/improve infrastructure including water, sewer and vector control; monitor environmental health including air, water and land; public health nursing services.

j. Adolescent health. Family planning, birth control; suicide prevention; substance abuse; centralized services for children and families.

k. Health Insurance. Catastrophic coverage for “gap” group; broader coverage for low-income groups.

l. Telecommunications. Available to all communities.

m. Other. Services for the homeless and disabled; hospice; preventive and educational information programs; social health, involving job/economy, education, community.

5. Working Plans. These represent alternative potential plans of action, in order of preference:

a. Plan I. (Healing Island)

Mission: To develop an Island-wide health system that is well planned, culturally sensitive, holistic and humanistic; that reflects the input from its stakeholders; and that is implemented based on performance measures.

- Acute Care: adequate facilities, comprehensive diagnostics; access to specialty services.
- Emergency Response: transportation, communication, effective with both physical and emotional emergencies.
- Community Care Services: community-based care, health education and information, family-centered.
- Island-based Leadership and Management: financial resources, authority, local control to plan and implement.
- Behavioral Health Care: residential treatment, specialists in rural areas, case management.
- Long Term Care Services: assisted living, SNF/ICF facilities.
- Dental/Vision/Hearing Services.

b. Plan II. (Middle Group)

- Accessibility: transportation, geographic distribution of services, cost of care.
- Geriatric Services: case management, specialty care, respite/caregiver support, institutional beds.
- Comprehensive Health Education Services: community based outreach, prevention-focused, reimbursable, supports individual/family, linked to other services.

c. Plan III. (OLA Group)

- Primary Care: universal access, available, affordable, prevention/education emphasis, transportation network, recruitment/retention/education of physicians.
- Behavioral Health: substance abuse treatment; psychogeriatric; step-down care; accessible, available, timely, coordinated mental health services, integrated with other services; domestic violence prevention.
- Elderly and Chronically Disabled: long term care for rural elderly; cheaper alternatives to nursing home; assisted living, adult day health; respite care; homeless chronically disabled and elderly.